



Pacesetters 2012

November 2004

Your SWD 2012 Information Source
Volume 1, Number 3

Letter from the commander



Colonel Jeffrey J. Dorko
Commander and Division Engineer,
Southwestern Division

In my first five months in command of Southwestern Division, I have had the opportunity to meet many of the people of the Pacesetter Division as I traveled around SWD to see first hand the great work that you are doing for the nation. I have been to all four districts, attended a project dedication, conducted two Command Staff Visits and participated in two district Changes of Command. I also visited congressional offices, attended the National Waterways Conference and met with some of SWD's customers. In short, I've stayed on the road a lot to ensure that I get a good foundation of knowledge about this division, its people, and its work so I can fulfill my responsibilities as commander to the best of my abilities. To say I am impressed with the division and its people is an understatement.

Just last month, Chief of Engineers Lt. Gen. Carl Strock spoke to SWDO at a Town Hall. He talked about the many changes that are occurring in the Army and the Corps. The Army is striving to be more flexible, to minimize its footprint when deployed, to increase reach back, and to change its warfighting focus from divisions to a larger number of lighter and more deployable (yet still lethal and survivable) brigade combat teams. These all impact on the kind of infrastructure needed to support our troops. The chief also talked about changes in the civil works program, emphasizing more integrated basinwide approaches and environmental sustainability, modern infrastructure and competitive sourcing – major changes. He plans to build on the momentum of his predecessor, to continue to develop with 2012, and to reissue his own "Just Do It" card. He told us that three things are non-negotiable: Regional Integration Teams at HQs, the Regional Business Center concept, and Communities of Practice. He said the Corps will "maintain national consistency with a regional focus..." In closing his talk, the chief challenged us to maintain the 2012 push, to view transition as an opportunity, to focus on mission execution and who we serve, to apply our Environmental Operating Principles, and to be safe and take care of each other.

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Change and flexibility are integral to the process of reinventing ourselves and becoming more valuable to our customers. After a time we begin to see actual accomplishments resulting from this process. P2 is a good illustration. Here at SWD, we entered P2 early so we could manage a unique program – Oil Pollutions Act projects for the Environmental Protection Agency. This program is unique because EPA specifically requested SWDO do overall project management, rather than

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independently by each of the districts. EPA wanted one-stop shopping for the OPA project management. As a result, the P2 database now manages 50 to 100 projects previously "managed by spreadsheet." P2 enables all the involved staff in SWDO, SWF, SWT, and other districts to access project data. The program manager, Tony Roberson, notes that although there is still some learning curve, he is confident we are headed in the right direction and P2 will improve his life as program manager.

SWD districts deployed a "Beta" version of P2 and have worked hard to help complete the system development. Peggy Grubbs and Rick Villagomez (from SWF and SWG, respectively) led their districts through all pre-deployment system testing and hosted the initial P2 Lessons-Learned conference. Now, Don Harris, SWF, and Paris Embree, SWDO, are helping to beat the P2 setup for Civil Works O&M projects into workable form. Mary Meeker, SWT, is playing a leading role in working the environmental project set up and user documentation. SWF's Joe Pritchard and Karen Felker are defining the reporting requirements for the P2 Development Team. Three SWD districts are executing all of their current program work in P2, and the fourth district will soon reach 100 percent deployment. From initial impressions of "No way this will work!" we have reached the reality that not only *can* P2 work but P2 *is* working.

I want to reassure you that I too take the chief's approach. I have no major changes in mind but plan to continue the hard work of those who preceded me. My vision is to continue moving toward establishing the SWD as an effective interdependent regional business team executing faster, better, and less expensively because of a capable and inspired workforce, effective regional governance, and an aggressive customer-first focus.

I will do my best to ensure that whatever we do we do with full reasoning and understanding. We will not change for change's sake. We will change as needed in a well thought out process. I've never believed in tampering with success, and this division had defined and been the example of success in USACE for as long as I can remember, certainly living up to our motto as Pacesetters.

Pacesetter 2012 Spotlight



Ramona Wagner
Project Management, SWT

What does 2012 mean to you?

"To me, the vision of USACE 2012 means streamlined approvals and a more regionally integrated Corps of Engineers. We are such a large organization that it will take time, patience, and hard work to make this vision a reality. We have begun that journey."

Ramona Wagner, chief, Project Management Branch

Moving towards a regional budget

*By Dana Spriggs
Director of Resource Management, SWD*

Change is here. Implementation of the 2012 concept has resulted in some significant organizational structure changes at Southwestern Division which impacts on working relationships with HQUSACE, and districts. In addition to those more obvious changes, the divisions are moving to more effectively operate as Regional Business Centers utilizing PMBP in providing customer support by changing the way we look at and manage our resources. While the Corps has traditionally looked at the district as the key business unit for executing its missions, the focus now is shifting to the region as the key business unit. With that subtle yet significant shift, the leadership in the region is now looking at how we fund, budget, and manage our resources for the day-to-day operation of the region differently.

We have been given direction to move toward regional budgeting and resource decision-making beginning this fiscal year. While much of what is being done or proposed are “bookkeeping” changes, they will impact how we approach our use of resources, both time and money. Those who work in the traditional civil works areas of project management, planning, engineering, and construction have learned about the accounting change to formally establish Consolidated Departmental Overhead accounts this year. Where in the past each organization managed its own overhead account, we now have combined them into one account with one rate so we have consistent application of resources to overhead activities and eliminate multiple overhead accounts. In the future, we will see that consolidated concept expanding to include real estate, operations, emergency management, and regulatory functions.

Similar activity is underway for the administrative staff funded from the General and Administrative overhead account. The significant difference with this account is that in FY 06, we will be establishing a single regional G&A rate for all districts. Today the G&A rate varies between 18 and 27 percent, so you can see the challenges ahead to arrive at an equitable single rate for all. In order to help bring parity to districts in managing a single rate, HQ has established two PDTs to work costing overhead issues. The first is looking at a method to remove the rent bill from overhead to eliminate regional variances in GSA bills, and the second is looking at nationalizing the management of the effective or boosted rate that accounts for leave and government contributions added to our cost of labor. Both of these efforts will improve our ability to focus on ways to provide effective and consistent levels of support without wide variances in costs between districts.

The intent is to insure that any work or missions assigned anywhere within the region will cost the same.

To assist the SWD leadership in setting the course for these changes, we have established a Regional Program Budget Advisory Committee composed of the district deputy commanders and resource management officers. Working with key division office staff members, they will be developing the implementing plans, as well as the Resource Management Community Of Practice.

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The ultimate financial goal by 2008 is to have a single overhead rate for the entire region that includes the departmental accounts and G&A as we know them today. The intent is to insure that any work or missions assigned anywhere within the region will cost the same. It is also to have business processes in place that allow for the same level of service delivery. Workload management among and between districts within the region will be transparent to our customers. The virtual PDT can operate freely in this environment. The 2012 concept gives us the end-state for success, but we now have the challenge of putting processes in place to reach that goal.

What is your opinion of 2012?

Pacesetter 2012 Spotlight



David Campbell
Chief, Engineering Branch, SWG

"I see 2012 as an effort to focus our district on being as responsive as we possibly can be to our customers' needs through emphasizing the importance of and establishing means of regional teamwork – becoming truly a One Door to the Corps. The importance of working together and sharing knowledge and resources throughout our many offices is to maintain the Corps as a competitive organization in the professional world of engineering and construction.

"I don't think that I can say for sure that we will definitely be a better organization through this specific initiative, but I feel it is very important that the Corps continue to focus on maintaining its expertise and staying competitive, regardless of what we call the effort."

David Campbell, chief, Engineering Branch

New personnel system coming

By Stephen Zeltner
NSPS Representative for USACE

The National Security Personnel System is on its way to the Corps of Engineers. NSPS became law in November 2003. In a gradual implementation across DoD between now and mid-FY 07, NSPS will replace the current Civilian Personnel System. NSPS will not be implemented in finite phases, but in a continual spiraling process, with new organizations added while lessons are learned through a feedback process and the system is constantly improved. DoD's first implementation round, Spiral One, is scheduled for July 2005. Defense agencies, including the Corps, have nominated portions of their organizations for Spiral One. Those chosen are to be notified in January.

NSPS addresses all facets of personnel management. Perhaps the most talked about (and most often misunderstood) topic included in NSPS is pay banding. Pay banding is nothing more than a different method of grouping employees for the purpose of classification relating to pay. Under the current GS system, we have 15 "pay bands" under which all career groups fall

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Actual pay . . . is determined by performance of required objectives against standards, rather than on length of service . . .

(GS-one through GS-15). These GS levels are simply narrow bands defined at the top and bottom by a set pay level. With the current system, an employee's actual pay is determined first by level of work (GS grade) then by years of service (step level). With the implementation of pay-banding, there will be fewer bands, probably between four and six, into which all employees will fall based on their level of work (Pay Band One, Pay Band Two, etc.). Compared to the GS system, NSPS pay bands will each have a broader spread between the top and bottom pay. Actual pay for a given employee within the band is determined by performance of required objectives against standards, rather than on length of service as in the current system. As you can see, the systems are similar, although the details and methods of implementation differ, as it will be with dozens of areas covered by the new NSPS.

Several DoD organizations have been conducting tests of options for the various components of the new system. These tests are called "Demonstration Projects" and include several laboratories from all of the services, along with the Defense Acquisition Agency and others. DoD has been collecting lessons learned and best practices from the various demonstration projects and from other federal agencies for several years. These best practices have been incorporated into the current NSPS design, along with input from stakeholders, labor unions, and the workforce gathered over the past year during meetings held around the country. A group of more than 100 managers and personnel experts from DoD agencies and the Office of Personnel Management met for several months during the summer and fall of 2004 to fine tune the final NSPS draft for approval by senior defense officials. That draft is currently being written into regulation format and will be published in the Federal Register early next year.

Supervisors, managers, and employees are encouraged to log onto DoD's NSPS website at www.cpms.osd.mil/nsps or the Army site at www.cpol.army.mil to stay abreast of the latest news and details as NSPS is developed and implemented. There is a wealth of information and answers to frequently asked questions on these sites. Information will continue to be passed on through both human resources and command channels as it becomes available.

Pacesetter 2012 Spotlight



*Jennifer Dalton
Attorney, SWL*

What does 2012 mean to your office?

"The 2012 concept of establishing a Community of Practice is a boon to the Office of Counsel. The new web portal for the legal CoP helps us solve problems so we don't have to "reinvent the wheel" as often. We can post a question or issue on a practice group discussion board and get comments within a day or so. Then we can go back to those who have responded for further discussion, if necessary. Under 2012, Counsel has implemented National Law Firm reforms which streamline hiring, selection, and promotion of attorneys under excepted service authorities.

Jennifer Dalton, attorney

Pacesetter 2012 Spotlight



Louis Vogele
Emerging Leader, SWT

Website address:
<https://swdweb.swf.usace.army.mil/contracting/>

Denver Heath, SWF, is the point of contact and is willing to help in any way he can. He can be reached at (817) 886-1055.

What do you see 2012 doing for your district?

"As a cultural resources program manager, USACE 2012 will require me to consider consultation efforts and funding allocations for Tulsa District in terms of how these actions may impact other districts in our geographic area. As a result, I think you will see more communication between districts, resulting in an increased exchange of ideas and more consistency in our decisions."

Louis Vogele, archeologist

Contracting community shares their door

Remember the days when a district, facing year end or an emergency situation and running short on time, would call around looking for a contract to use to satisfy their needs? And then they'd MIPR funds to the district owning the contract and rely on them to do the work? You don't have to reach very far back in memory for those times (maybe just a couple of months), but now things have changed.

Southwestern Division's Community of Practice for contracting support has embraced the advantages of doing business regionally. They've created a "One Door to Acquisition" website where all SWD contracts are accessible to all districts.

Gordon Sumner, SWD director of contracting, said, "A lot of time and effort has gone into creating the site, and we want to share it with others. Several districts outside of SWD have encouraged us to share the site Corpswide to see if other divisions can benefit from adopting SWD's creation. We are willing to provide all the files related to this website and to support others in setting up division-specific sites." He added, "USACE Acquisition could benefit greatly through standardization of this or a similar website."

The SWD contracting website is programmed in Cold Fusion MX 6.1 Standard language. It runs on a Windows 2003 server but will also work on Windows 2000. An SQL Server 2000 is used for the database. "The search engine is a great feature," Sumner said. "It will cross search independent files whether they are MS Word or Adobe Acrobat. This allows us to upload individual files instead of continuing to make a single file larger and larger, which is what we did in the past with our single Resource Guide Adobe Acrobat file."

He invites contracting personnel throughout the Corps to visit the site and "tell us what you think. If you have suggestions for improvement, please let me know!" Visitors will be able to submit questions, review frequently asked questions, participate in an acquisition forum, keep abreast of current initiatives and decisions, access a library, and link to other acquisition sites. They will also find search tools. According to Sumner, "The site search is a great new feature that will search the entire website contents and display the results. It will search all documents within the website as long as they aren't scanned."

Pacesetter 2012 Spotlight



Dawn Rice
Emerging Leader, SWT

What do you see 2012 doing for your district?

"It means that we will have specified lines of communications to Communities of Practice for technical questions, best practices, and lessons learned as well as lines of communication to Regional Integration Teams for policy issues, business practices, and management directives.

"Individuals will be identified and responsible for responses to address requests for information. Twenty-twelve should make resolution of challenging issues more efficient."

Dawn Rice, civil engineer, technical manager

The logistical look of 2012

Pacesetter 2012 Spotlight



Herb Williams
Logistics Management Specialist, SWF

"USACE 2012 provides a framework for the Corps to improve its service to the nation and the armed forces by focusing on each district's ability to better serve its customers. The Logistics Management Office in Fort Worth District is leaning forward and developing Core Logistics Functional Position Descriptions for the multi-functional subject matter experts and individual training plans to facilitate the transition to 2012. We have identified a process to establish a Regional Logistics Support Center and funding matrix for districts to fund the Regional Director of Logistics and three multi-functional logistics subject matter experts who will support the districts from the regional center.

"We are fortunate to have a dual-hatted position assigned to SWD as the regional director of logistics and to Fort Worth District as the logistics' chief, so we know the concept works. The next step is to develop standardized regional logistics teams for each district, train multi-functional skilled logistics specialists, and brief the process to senior leadership."

Herb Williams, logistics management specialist

A discussion of VSIP/VERA

Voluntary Separation Incentive Programs and Voluntary Early Retirement Authorities have become part of our working culture in the Southwestern Division region and generally across the U.S. Army Corps of Engineers. Unfortunate, unless you are one of those who are ready to retire and just needed that financial nudge to cross over to your next fun phase of life. Since the mid-'90s, our SWD-wide total workforce has drawn down from

By Jerry Sosebee
Chief, Human Resources Office, SWD

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more than 4,000 employees to our current 2,500. The downsizing has not been without its painful moments, but overall, if it were not for the use of these voluntary separation programs, many of us might not be here contributing to the Corps of Engineers today.

That is exactly what these programs are all about. Prior to the availability of VSIP and VERA, our activities would go through debilitating Reductions-in-Force and then separate, give lower graded jobs, or move employees to other locations. Although some of our districts have gone through some RIFs in the past few years, their impacts would have been much more strongly felt by our employees without VSIP and VERA. As most of us know, RIFs are involuntary actions and generally create a tremendous morale and productivity drain on the workforce.

Commanders have the authority to authorize VSIP and VERA whenever there is a need to reduce or restructure their workforce

Commanders have the authority to authorize VSIP and VERA whenever there is a need to reduce or restructure their workforce. An announcement to the workforce looking for takers of VSIP/VERA is done first. Lack of budget, completion of large projects, the need to reshape the structure to meet mission needs, or excessive labor costs are normally the primary causes of implementation. Management uses these incentives as a tool to avoid other unpleasant situations; they are not an employee entitlement. Normally, employees who are in positions that can be abolished or used as a placement for an employee who is surplus elsewhere in the organization will receive these incentives if they apply. These programs should be targeted in the first two quarters of a fiscal year to maximize savings to the activity. The Corps has been allocated 785 VSIPs from the Assistant Secretary of the Army for FY 05. The SWD region has been allocated 75 of these. This does not mean, however, they will all be used. It is a protection of sort in case of worst-case scenarios.

Employees will receive up to \$25,000 when approved by management for a voluntary separation incentive. The formula to determine the amount of the buyout is similar to what is used in determining severance pay. It includes years of service (excluding military service), if and how many years you are over age 40 and whether you have received severance pay before in your federal career. Employees who have at least 25 years of service or at least age 50 with 20 years of service would be eligible to retire under the VERA. Penalties and annuities differ under each of the retirement systems: Civil Service Retirement System; Civil Service Offset, and Federal Employees Retirement System.

If you are interested in learning further about these programs, here is a website for you to view. Go to www.cpol.army.mil. Click on Library; click on Permiss; type voluntary separation incentive in the blank block, and hit submit; go to recruitment and placement and click on either VSIP or VERA. This site will give you additional information and legal references.

Highlights from 51st Chief of Engineers Transition Conference

By Gary Loew
Director of Programs Directorate, SWD

This year's transition conference was designed so that senior leaders could debate Corps direction for the next several years. Our five major mission areas and three enablers were reviewed.

Discussions were held of potential strategic directions for USACE categorized by the five mission areas. By taking this approach, participants organized their thinking around major missions rather than program funding. Proponents presented their thoughts on the future in each area; this was followed by an alternative viewpoint and a group dialogue.

- ♦ The *Warfighting* (support) proponents emphasized the need to better organize and resource support to the nation in reconstruction and stabilization operations in addition to improving overall contingency support capabilities.

- ♦ The *Disasters* (response) team addressed the expanded potential missions to support response to domestic disasters as part of an integrated federal program.

- ♦ The *Infrastructure* proponents (Military Programs and Civil Works) spoke first to the need to better serve and work more closely with our military customers as they engage on a massive global re-stationing and transforming program; and second to the requirements to prioritize, using a risk-based methodology, our maintenance and protection of our CW infrastructure.

- ♦ The *Environment* team stressed the importance of embedding the Environmental Operating Principles into all our work and focusing on sustainability in future planning and engineering.

- ♦ The *Water Resources* proponents emphasized implementation of key provisions within the CW Strategic Plan and the need to adapt to changing public priorities.

The group also debated the status and future of three of the ongoing Corps enabling initiatives: the Strategic Committees and Strategic Management Structure, the Regional Integration Teams, and Regional Business Centers. Brig. Gen. Crear and Col. Dorko were the point/counterpoint leaders for the RBC initiative. Some discussion points included:

- ♦ The pros and cons of continuing, stopping, or modifying the roles of the People, Process, and Communication Committees, the Learning Advisory Board, the Issues Management Board, and the Command Council.

- ♦ The proper size and composition of the RITs within HQ and how best to assess those parameters.

- ♦ The importance of continuing implementation of the RBC concept and alternative ways of achieving success.

Decisions included closing out the People, Process, and Communications Committees and absorbing their functions into the IMB, a review of RIT functions and resizing them to fit future requirements, and a continuation of the RBCs as the centroid of future Corps operations.

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2012 is on the Web!
https://swdoweb//usace_2012.htm
FAQs
<https://swdoweb/swdfaq.htm>

Pacesetters 2012
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Good News from the region

Fort Worth District

Little Rock District

Some RBCs will serve as learning centers for future initiatives. For instance, Mississippi Valley Division is the lead to test consolidated overhead rates and South Pacific Division is the lead division to reconsider USACE metrics.

At the conclusion of the conference, Lt. Gen. Strock said that mission proponents' next step was to develop a "Five Paragraph Field Order" statement of intent for each of the five mission areas. These are to be complete for review at the Command Council meeting in December. The RBC commanders are to continue to actualize RBCs, and the Directors of Civil Works and Military Programs are to produce an analysis and recommendations for the RITs by early in 2005.

What else would YOU like to know?

As we go through the USACE 2012 process, we encourage employees to send their questions to the SWD Business Management Office. E-mail questions to CESWD-2012@swd02.usace.army.mil. Frequently Asked Questions with answers will be posted on the SWD 2012 site on the intranet for all to see.

Engineer Update features coverage

Ed Rivera, public affairs specialist, was one of the 12 district and the more than 1,300 employees from across the Corps who deployed to the hurricane-ravaged areas in the southeast. His subsequent write-up was featured on the front page of the HQ publication, *Engineer Update*.

Table Rock trail dedicated

Rep. Roy Blunt participated in the Oct. 29 ribbon cutting of the Table Rock Hiking/Biking Trail. Several partners also participated including area chamber of commerce representatives; Doug Eiken, director of the Division of State Parks, Missouri Department of Natural Resources; John Fitzgibbons, director of operations for Silver Dollar City/Branson Attractions; and Chip Mason of Herschend Family Entertainment. Michael Miller, chief of Operations, represented the Corps. The trail is among several projects made possible by an FY 04, \$3.2 million congressional add provided to Table Rock for rehabilitation of recreation facilities and backlog maintenance.

Tulsa District

Employees deploy to support hurricane effort

Tulsa District has sent 23 employees to hurricane-ravaged areas to support the Federal Emergency Management Agency in disaster response. Some individuals have deployed more than once to help in areas of the southeast battered by the four consecutive hurricanes.

Lock 16 most successful dewatering

The recent dewatering and major maintenance of Lock 16 of the McClellan Kerr Arkansas River Navigation System was the most successful ever completed in the Tulsa District. This joint effort by Tulsa and Little Rock districts took meticulous planning and teamwork. The work, done completely with in-house labor and resources, was finished within budget and ahead of schedule.

Kicking off the Combined Federal Campaign

Tulsa's Day of Caring — the largest in the nation — included 22 Tulsa District employees and two family members. The volunteer group completed three major work projects at the Tallchief Girl Scout Camp at John Zink Ranch.

Congratulations to John Marnell

John Marnell, northern area manager, was re-elected for a three-year term on the Board of Directors of the National Society for Park Resources, a professional branch of the National Recreation and Park Association. He was sworn in for his new term at the NRPA Conference in October.

Galveston District

District attends Matagorda Heritage Day

On Sept. 9, Galveston District Commander Col, Steven Haustein spoke to attendees at the Matagorda Heritage Day festival in Matagorda, Texas. Nicolle Dailey, planning lead, also made a presentation on the status and outlook of ongoing district projects in Matagorda, including the Colorado River Locks Modifications and the Mouth of the Colorado River projects. Other presenters included Raymond Butler with the Gulf Intracoastal Canal Association, representatives of the Lower Colorado River Authority, and the Nuclear Regulatory Commission.

Clear Creek team updates steering committee

Galveston District's Clear Creek Project Delivery Team presented a project update to the Clear Creek Steering Committee on October 12. The committee is made up of floodplain administrators from the entire Clear Creek watershed. The PDT presented information on the status of the re-evaluation being performed, specifically results of current H&H modeling and damage assessment information detailing suitability of proposed measures for flood damage reduction on Clear Creek and its tributaries.

Little Rock District

Collins Creek dedicated

District Engineer, Col. Wally Walters, discussed the value of fostering good relationships into productive partnerships at the Oct. 1 Collins Creek trout habitat dedication at Greers Ferry Lake near Heber Springs, Ark. The project was a joint effort between the Arkansas Game & Fish Commission, Little Rock District, and area fly-fishing groups. Staff members attended from the offices of Rep. Marion Berry and Sen. Mark Pryor as did local elected officials and U.S. Fish and Wildlife Service officials. Collins Creek is a \$346,000, cost-shared environmental restoration project that uses water from the lake to maintain year-round cold-water flows in the lower 3,000 feet of this previously intermittent stream. Features include a cold-water pipeline from the dam, rock riffles to form pools for trout, public access, and interpretive trails.

Recruiting roadshow visits

Little Rock District hosted the USACE Recruiting roadshow in October. After opening remarks, District Engineer Col. Wally Walters presented awards to four employees who had returned from deployment to Iraq. The two-hour show was webcast to field locations.

Commander attends governor's conference on waterborne transportation

In October, Little Rock District again partnered with the Arkansas Waterways Commission for the ninth annual conference. Col. Wally Walters and Acting Deputy District Engineer Dr. Randy Hathaway met with local leaders in transportation and navigation, including Congressman Marion Berry, North Little Rock Mayor Pat Hays, and President of the National Waterways Conference Worth Hagar. SWL provided a computer-based lock operations simulation display.

Favorable ruling issued

On Sept. 30, the U.S. District Court, Eastern District of Arkansas, Western Division, issued its decision in the case of *Save Greers Ferry Lake, Inc. v. U.S. Army Corp of Engineers*. This decision substantially upheld the validity of SWL's 2002 Greers Ferry Lake Shoreline Management Plan, as well as the supporting Final Environmental Impact Statement and Record of Decision. Federal Judge Bill Wilson Jr. ruled in favor of the Corps on all nine counts, with one exception in a portion of one count that disallows 15 "conditional docks." This was the only adverse portion of the Court's 35-page Order and requires three individuals with docks already constructed but who scored less than 90 percent on their boat dock applications under the Corps' evaluation system to remove their docks from the lake within 90 days.